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2 December 1971

MEMORANDUM FOR: Director of Personnel

SUBJECT : Young Officer Productivity and Personal Satisfaction

25X1A9a REFERENCE : Memo dtd 23 Nov 71 to D/Pers fr [REDACTED] same subject

1. In response to your request for comments on the Referent Memorandum, I am providing some thoughts, keyed to several of the items contained in paragraph 4 of the Memorandum.

2. Paragraph 4(a) Fitness Report: With most of the personnel literature clearly advocating use of employee evaluations as bases for supervisory/employee discussions and employee coaching, the idea of allowing employees to express their job interests and attitudes in Fitness Reports is an intriguing idea for achieving these objectives in the Agency. Certainly, Fitness Report discussions under the present system are often perfunctory, if not actually deceptive, relative to what bosses and employees really think. I would caution, however, against documentation of employee attitudes in Fitness Reports if the Reports are to be processed routinely thereafter by division personnel officers, or immediate supervisors, and subsequently filed. Stifling awakened employee expectations through inertia or pro forma handling would be worse than showing no interest in the attitudes of employees about their work. To make the program a success, Career Boards and Panels should be required to review all comments made in Fitness Reports by careerists under their jurisdiction and to decide yes or no on each individual suggestion, with appropriate feedback. Actions to be taken by Career Boards or Panels in individual cases should be combined into job and training inventories for daily use in planning or making daily decisions on assignments and training.

3. Paragraph 4(b) Job Vacancy Notices: Although it has been years since I have observed firsthand the effectiveness of Job Vacancy Notices in the DDI, where they have had their principal impact and success, I believe that the system has contributed towards the filling of individual vacancies and opening up opportunities for movement when there were no immediate prospects on hand. I suspect most job vacancies could be properly phrased and controlled without causing security problems. Assuming job vacancies can be circulated, the question remains whether or not publicizing job vacancies across Directorate lines will work, given the many barriers to movement -- compartmentation; cutbacks; Career Service responsibility for their own careerists; limited qualifications of middle and senior officers to move into new Career Services; mechanical and inadequate arrangements for getting a good hearing on employee qualifications; and the autonomy of Career Services to accept or reject prospective re-assignees. If we were to implement this approach throughout the Agency,

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I think it should be recognized at the outset that an improved central mechanism with some clout would be necessary to insure the effective consideration of qualified candidates. (Some of our material on a central reassignment committee might be helpful in this regard.)

4. Paragraph 4(c) Career Management Officers: A compilation of CMO Activity Reports would have some stimulus among the fraternity, and some improved performance could be expected, resulting from the consideration of ideas and programs being used in other Career Services. Although Career Services vary substantially in terms of the nature and peculiarities of their problems and needs, most of them could be considerably more systematic than they now are in developing careerists who have potential for some further advancement. One of the best ways of doing this is for management and career officials to decide for each individual the area or areas of specific improvement applicable to him as a person. Although we have not yet concluded action on the first phase of our current experiment with the Personal Developmental Gap Sheet, and some further modification of it is indicated, it shows promise as a device for officially determining how individual employees can be best developed. The process could be used with adaptations in other Career Services. Maintaining an Agency-wide developmental program for improving employees would be a clear signal of the Agency's concern in them as individuals, and that is what counts most with people.

5. Paragraph 4(d) Rotation Within and Among Directorates: Maybe rotation is an impossible dream within the Agency, but the idea of moving employees around to improve their capabilities, without sacrificing job performance, remains a major goal. The fact that we have repeatedly failed in the past is no reason why we should not try again. Perhaps as important as the existence of an established rotation program would be the psychological value to the Agency of doing something for young people which they could perceive as an effort in their behalf. Although it would be inappropriate to rule out the desirability of rotating senior and middle officers, I believe the primary focus on rotation should be at the lower levels where employees are still at the learning level; can be phased into new activities with minimal disruption; and are still in the process of deciding their future, including an interest in continuing their employment with the Agency. I think the latter point is of particular significance in the Agency because of the restrictions upon movement, and it is at the junior level that career commitments are most fluid; e.g., Peter Drucker says the chance of an individual liking his first job for a lifetime is accidental. Establishment of an effective rotation program, including some inter-Directorate movement, is not beyond the Agency's capability; it is more a matter of inclination and command than design. Procedurally, one way might be to identify a limited number of young professionals within each Career Service and move them around within their Grandfather Career Service. Another way would be to expand the use of internals within the CT Program, as a reward for excellent performance after two to five years on the job, and give them one or more interim assignments upon the conclusion of training. Still another way would be to program individual

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tours of six months to two years outside the immediate office of selected young careerists, following participation in a junior professional course such as the Junior Professional Course for Support careerists recommended by the DDS Problem Solving Seminar #5.

25X1A9a 6. Paragraph 4(f) Annual Meetings: I believe the proposed in-house SP Career Service Training Program was to a large extent motivated by the same concerns as those shown by [REDACTED] in this paragraph. He refers to the possibility of telling a fairly large number of people what is going on within their component on a continuing basis. By content and structure these objectives are key elements in the proposed monthly SP training sessions. He refers to annual meetings by components. The proposed SP Training Program contemplates that employee meetings throughout the year in training workshops and seminars will culminate in an OP Conference next May. [REDACTED] also comments on meetings in which the Director or Deputy Directors might be invited to speak. As you know, we hope to launch the planned in-house SP Training Program by the Executive Director-Comptroller and DDS, and this opening session would be followed by [REDACTED] attendance at the May Conference after having been in Office several months. The relevance of the proposed in-house training get-togethers of SP careerists to paragraph 4(f) of Referent Memorandum is obvious. If the Program succeeds, it will serve as the basis for possible adoption, with appropriate modifications elsewhere.

25X1A9a 7. Paragraph 4(h) Staff Aides: [REDACTED] inquiry about the possible use of junior officers as staff aides is the same proposition as the one I recently forwarded to you under the heading of "Assistant To" positions. (See my memorandum of 12 November concerning possible discussion topics by DDS Office Heads at [REDACTED].) I urge that this idea be implemented as a visible sign of the Agency's interest in hearing and learning from its young people in a constructive way. This program would cause few organizational problems; would provide for the practical exchange of ideas in a daily work context; and would be responsive to the Director's avowed interest in involving young professionals.

25X1A6d 8. One of the principal OP projects relating to employees' attitudes and taking appropriate remedial action in separation cases is the survey now underway in OP. The project seeks to test a revised set of reasons for separation and to determine their relative significance. (DD/Pers has progress reports on developments to date.) The objective of the Program is to increase our present capability for collating and evaluating recurring problems susceptible to managerial action so that they can be reported to senior management (not just the immediate supervisors) with appropriate recommendations for corrective action.

9. I cannot conclude my views on young officer productivity and personal satisfaction without again mentioning the Employee Services Center. I am fully aware that the space problems and perhaps slotting have prevented serious consideration of an idea largely geared to helping young people. I personally despair of the impracticality of raising

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obvious practical objections to this proposal without trying hard to resolve them. Putting the sign "Employee Services Center" over a portal is one of the most visible means, perhaps even the best single way, of proclaiming the Agency's interest in people. I believe this consideration outweighs the practical but manageable difficulties involved in relocating some offices now occupying space on the first floor in the Headquarters building. To be fully responsive, the Center should not only provide referral services and personal assistance, but also help young professionals to resolve their job adjustment problems.

SIGNED


Chief, Plans Staff

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